



Leader Guide: DUHS Availability for Work Policy

Use this guide as you lead your teams and navigate the Availability for Work. Please reach out to your HR Business Partner (HRBP) for support such as talking through the policy rules or navigating the escalation process.

Your Role as a Leader

- Consistently uphold the DUHS Availability for Work Policy while demonstrating empathy and compassion.
- Communicate promptly and proactively with team members when issues arise.
- Accurately record all attendance violations in the AFW tracker.
- Collaborate with your HRBP before initiating any corrective action (e.g., written warning, final written warning, termination).

Addressing Occurrences

- **No Call/No Show (NCNS):** NCNS can also follow an escalated pathway. If a team member's record includes both No Call/No Show events and other attendance occurrences, corrective action is determined by whichever path results in the higher level of corrective action. Please contact your HRBP if a NCNS occurs.
- **Non-Occurrence Pattern:** If a pattern of issues arises (e.g., over-utilization of grace period, early departures after working 75% shift, clocking in early) the leader should meet with the team member to discuss the behavior expectation. A pattern is defined as three or more instances in a 90-day period. While these actions do not have an occurrence point assigned, leaders can address this through performance/behavior progressive disciplinary track.
- **Job Abandonment:** If a team member misses three consecutive scheduled shifts with no contact with a supervisor, please contact your HRBP as this may impact their rehire to DUHS.
- **Missed Swipes:** Missed swipes are not treated as an attendance issue and should be addressed through the performance management process.
- **Makeup Time:** "Making up time" outside of core business hours does not replace consistent physical or virtual presence when the team is working.



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Occurrence Counts

Our consistent occurrence definitions are the building block of our model and outline when corrective action is needed. These were designed to ensure every attendance event is measured the same way – no matter the entity, department, or leader.

Orientation & Evaluation Period*	
Occurrences	Action
1	Manager Discussion
2	Documented Leader
3	Termination
*Not to exceed 120 days	

Post-Orientation & Evaluation Period	
Occurrences	Action
1	Manager Discussion
3	Documented Leader Coaching
5	Written Warning
7	Final Written Warning
8	Termination

Term	Definition	Occurrence Count*
Tardy	Clocking in or arrival 7 or more minutes late from scheduled start time, mealtime, and breaks without approval.	½ Occurrence
Early Departure	Leaving work before completing at least 75% of a scheduled shift for a reason other than when the operational unit has requested or approved the departure.	½ Occurrence
Unscheduled Absence	When a team member is absent from work without prior approval from their supervisor.	1 Occurrence
Consecutive Absences	A team member is absent for up to three (3) consecutive scheduled shifts for the same reason, within seven (7) calendar days.	1 Occurrence
No Call/No Show	Occurs when a team member fails to report to work and fails to notify by departmental standards before scheduled shift begins.	2 Occurrences
* Redemption tied to 12-month rolling calendar period.		